

ISSN 1112-9867

Special Issue

Available online at <http://www.jfas.info>

## INVESTIGATING THE RELATIONSHIP BETWEEN SOCIAL RESPONSIBILITY AND IMPROVING ORGANIZATIONAL COMMITMENT IN EMPLOYEES OF TEHRAN GHAVAMIN BANK WITH RESPECT TO THE MEDIATING ROLE OF PSYCHOLOGICAL EMPOWERMENT

L. Khanjari

Clerk in/of Tehran East branches Management, Credit unit, Iran

Published online: 15 February 2017

### ABSTRACT

The paper aim is investigating the relationship between social responsibilities and improving organizational commitment among employee with respect to the mediating role of psychological empowerment. The research in term of goal is applied, in term of data collection and analysis method is a descriptive- correlation study and in terms of how to implement is survey. The study population consisted of all employees of Tehran Bank Ghavamin which are a total of 443 people that using Cochran formula 205 people as sample were randomly selected. To collect data three questionnaires of Allen and Meyer (1991) Organizational Commitment Questionnaire, and Jeremy Gilbers Corporate Social Responsibility Questionnaire (2010) and Spritzer and Mishra Empowerment Questionnaire (1995) is used. The results showed there is a significant relationship between social responsibility and organizational commitment and psychological empowerment play a mediator role as well.

**Keywords:** social responsibility, organizational commitment, psychological empowerment, Bank Ghavamin

### 1. INTRODUCTION

Since 21st century, financial and monetary organizations are faced with many fundamental changes.

---

Author Correspondence, e-mail: [Leila.khanjari61@gmail.com](mailto:Leila.khanjari61@gmail.com)

doi: <http://dx.doi.org/10.4314/jfas.v9i1s.681>



Since the relationship between the social, political, environmental, economic roles is increasing, organizations such as banks and, financial and monetary institutions have faced new challenges and dynamics. Implementing social responsibility in the organization, including mechanisms and effective strategies is due to dealing with the challenges. Today, organizations in addition to their traditional duties have been obliged to carry out other activities, the purpose of these activities is to meet the expectations of society and it will be remembered as corporate social responsibility. During this period, effective management is management thought that get ride off the scope of organization and think to wider society and environment, why not organizations can isolate themselves from society and society cannot be sustained without organizations (Mortazavi et al., 2010).

For decades, corporate social responsibility is defined as concept through which organizations voluntarily work for a better society and also the process is intended by which organizations manage their relationships with stakeholders (Albareda et al., 2007).

Since the organizations and monetary and financial institutions are providing a service to the community and are in competition with other organizations and institutions and also in this way requires employees who are loyal to the organization and have no intention to leave and the costs of recruitment, employment, education, employee retention, and so on does not increase and banks and financial institutions can more easily and with lower costs to provide service to the community.

One way to keep employees is creating emotional commitment to the organization that can have many positive consequences for the organization. Moreover, what is happening in the banks and financial institutions affecting by all the conditions that exist in the outside world.

So, banks and financial institutions are forced to accept social responsibility. In confirming need to accept this responsibility, the study results was done in Portugal, said that banks should develop the overall strategy of the bank's social responsibility in their priority (Soltani et al., 2015).

On other hand, efficient human resource is major indicator of an organization's priority is compared to other organizations (Esmaeili, 2002) so that the capable and committed human forces to an organization besides reducing absences, delays and displacements, cause a significant increase in organizational performance, employees mental freshness, manifesting both organizational admirable targets and achieving personal goals (Abeli and Nasti Zae, 2009).

Nowadays, organizations in highly competitive environments should be operated with amazing transformation and in such circumstances managers do not have much time to

control employees and must undertake major tasks of their employees. Employees can very well manage these tasks on which they are capable and have the necessary skills (Moogheli et al., 2009). In other words, employees can well perform the duties while being committed to organization, skills, knowledge and abilities are necessary and objectives of the organization are well known.

In this regard these tools can help managers for employee empowerment process (Sanatjoo et al., 2015). Increasing the capacity of the organization is one of the solutions to develop employee's organizational commitment, if said capable people are helping against responsibilities and high motivation work and better to organization in doing works and development.

Salazar (2000) believed that in recent year's empowerment as a strategy for human resources, create an efficient, productivity and satisfaction of employees in the workplace is used, because of empowerment as the most important challenge of manager at present era is remembered.

Empowerment is a new way to increase productivity through increased employee commitment to the organization and vice versa is used. In fact, empowerment is a new way to increase productivity and efficiency by creating a sense of mutual commitment between employees and organization.

There is little research regarding the effect of the application of certain aspects of social responsibility, organizational commitment and their willingness to stay in the organization (Tingchi Liu, 2014).

The current study sought to answer the question of whether there is a significant relationship between the social responsibility and improving organizational commitment in Tehran Ghavamin Bank or not? Is psychological empowerment mediates the relationship?

## **2. THEORETICAL FOUNDATION**

### **Organizational Commitment**

In the dictionary commitment defined as it is essential that limits freedom of action. Commitment is a mental state which expresses a desire, need and obligation to continue to serve in an organization (Meyer and Allen, 1990). Organizational commitment expresses the psychological attachment to the place of employment (Ardalan et al., 2015). Organizational commitment as an important aspect of job attitudes is psychological identity that each person feels about their respective organization (Wong et al., 2010). Therefore, in the objective

aspect of organizational commitment reflects employee relations with the organization and implies the decision to remain members of the organization (Meyer and Allen, 1990).

Organizational commitment is an attitude. It is a mental state that is indicative of a tendency, requirements for continued employment in an organization. Feel the passion and the desire to continue serving in the individual heart, require the person to invest in organizations that inevitably, it is imperative to continue serving the religion, that individual responsibility and obligation to the organization and require it (Allen & Meyer, 1990). From another perspective, organizational commitment is a sense of belonging and attachment to the organization (Cropanzano & Greenberg, 1997). In fact, we can expect the relationship between organizational commitment and social activities directly to satisfy the needs of employees (Peterson, 2004).

However, it still is not entirely clear how the social activities are associated with other stakeholders, affects organizational commitment.

Meyer and Allen (1991) study consists of three dimensions of affective, continuance and normative commitment: Affective commitment refers to the emotions of employees affiliated with the organization's goals and identify with it. Emotional commitment of employees desires to continue the relationship. Continuous commitment has a transaction-based nature that is based on a calculation and associated with costs leaving the organization. Continuous commitment is result of people feel like they are being forced to continue to communicate because of high costs (such as loss of salary, status and seniority) or because they have less employment opportunities in other places. Finally, normative commitment to employees tends to stay in the organization based on the sense of responsibility, loyalty or commitment to responsibilities of the organization.

This loyalty creates these emotions in people that they have to stay committed to their relationships; because they feel that they are doing what's right.

### **Corporate social responsibility**

Social responsibility considered as a mechanism to stimulate economic, social, environmental concerns of corporate communities in which work (Lukman et al., 2015). Solomon and Stuart defined social responsibility as follows: manner of management in which organizations are doing activities that have a positive impact on society and promoting public goods. In fact, Solomon and Stuart believed that wants to remove the negative effects of organization on society and had tried to change the attitudes and behavior of consumers (Stewart and Salmon, 1997).

Corporate social responsibility is a business approach with respect to ethics, people,

communities and the environment as an inseparable strategy. During the past decade, a growing number of companies understood the benefit from the implementation of policies and social responsibility actions. Companies are also due to pressure from customers, trustee, employees, community, investors, active organizations and other stakeholders to adopt or expand social responsibility efforts are encouraged (Dimosthenis & Apostolos, 2014). World Bank defines corporate social responsibility as "social responsibility is term that organization's commitment than responsibility to all interest groups in all activities and actions" (Sastararuji, 2007).

Carol (1979) defines social responsibility as: "corporate social responsibility includes economic, legal, moral and humanitarian expectations of society from organizations at a particular time." This definition is now the reference at the world tests level (Sastararuji, 2007).

Literature on social responsibility can be divided into two classes: 1. first class, researchers analyzed how organization social activities effect on future employees. In these studies the social responsibility of organization creates a good reputation to business and increases its attractiveness as a good employer (Turker, 2009). According to this classification, corporate social responsibility, increases perceived trust to job seekers without any previous interaction with the organization (Viswesvaran, 1998).

2. In the second class, researchers on the impact of the organization's social activities are focused on the current staff. Viswesvaran (1998) in his study has analyzed the relationship between corporate social responsibility and efficient staff behaviors. Studies show that organizational commitment, most originating from the experience and not employment and staff selection. Over the past decade, organizations from various interest groups, including shareholders, employees, investors, consumers and managers are under increasing pressure to adopt socially responsible behavior. These studies provide evidence for increasing the efficiency of organizations with social responsibility and committed labor force, because "employees feel pride because work with organizations with social responsibility" (Peterson, 2004).

Brammer et al (2007) in another study examine the relationship between organizational commitment and employees' perceptions of their corporate social responsibility within the model. The results of this study are significant concepts to implement social responsibility strategies within organizations.

The positive relationship between every aspect of staff understands of social responsibility focuses the result of organizational commitment might resulted of organization investment in

corporate social responsibility. Accordingly, when the issue of responsibility in social life, including the organizations analyzed, or even just observing institutions should not only equity and institutional frameworks that people had to realize the referred criteria, but as something voluntary and responsible should be considered an obligation of the organization (Takala & Pallab, 2000). In this case, the legitimacy of the area of external stakeholders (beneficiaries of social and non-social government and customers) will lead to stability and lasting benefits, promote commitment and active participation of stakeholders is predictable.

#### **Elements of social responsibility:**

Economic aspects of the organization's social responsibility refer to economic responsibility towards the shareholders (such as efficiency, competitiveness). Corporate social responsibility means the organization obligation to follow the rules and regulations of the legislative. Ethical aspects of corporate social responsibility refer to organization responsibility for the fair and equitable behavior in the decision-making and implementation of performance under its legal obligations (Carroll, 1991).

#### **Psychological empowerment**

Conger and Congo know psychological empowerment as process of enhancing career intrinsic motivation including four cognitional aspects that is the sense of influence, competence, meaningful and selection right and this is the first time that the concept of psychological empowerment entered into management literature. Conger and Congo (1988) were founder that examined empowerment from the psychological point of view and increasing the efficiency of individual. Empowerment and self-empowerment that people feels it, considered as management technic which can be used in all organizations as a means of dealing with the needs of modern businesses (Rajaeepour, Rahimi and Aghababaei, 2011). In this approach, ability is an internal agent in person and direct relationship with its way of feeling or perception of the work environment. Robbins believed that create or strengthen a sense of empowerment in mind dimensions of individual lead to empowerment (Miri, Sabzikaran and Rezai, 2012).

Psychological empowerment is process that managers help employees to achieve their ability to independence in decision-making. This process is effective in character and performance of employees. Blanchard believed that "empowering is freeing up internal resources for business and amazing achievements." Empowerment is meant to empower and people increasing their confidence that they can overcome their disabilities and motivation to do their duties. According to attitude of theorists from the perspective of employees, empowerment reflects the employee's psychological state.

If employees not present after the transfer of behavioral power which is expected or are not aware of the transfer of power to himself or feel that they are powerless (Mohammadi, 2015). From the Spreitzer empowerment is not something that managers do for their employees, but also is employees' perceptions and understanding of their role and their job. However, with the creation of the necessary conditions for empowering managers can empower their employees in their company.

Empowerment is rooted in the needs of human motivation. Psychological empowerment increases perception of the work environment (Azami et al., 2016). Any action to reinforce the need to be performed efficiently, follow empowerment.

They draw inspiration from the theory of Bandura (1997) defines empowerment as such provided that: the process of fostering a sense of self-employees, by identifying and removing organizational conditions lead to their inability and empowerment as one of the strategies for survival and increase in performance is detected. Empowerment is the potential for exploitation of human origin that have the ability to take full advantage not available to the agency. Creative managers in most central empowerment efforts are decentralization and removes bureaucracy in organizations. Empowerment employees allow more control and responsibility of their work.

In this case the manager should control staff to facilitate and coordinate the process of change (Mohammadi, 2015). Empowerment is participation in work and teamwork as a result of greater flexibility to match the environment (Rahimi and Farrokh Seresht, 2015). In fact, the manager who are causing increased employee empowerment (Kajbaf, Naqavi, Arab Bafraee, 2015).

Psychological empowerment starts with changes in beliefs, thoughts and attitudes of the staff (Mohammad Khani, Davoodi and Razagh Parast, 2013). From the perspective of Thomas & Velthouse (1990), psychological empowerment is process of enhancing intrinsic motivation than the tasks assigned in four dimensions: effectiveness of cognitive sense, competence, significant and selection right. Another definition is the ability of this species to its potential for enhancing intrinsic motivation. One of the approaches in the development of human resources is psychological empowerment that underlie many developments in this field because empowerment increase the intrinsic motivation of employees to their jobs and makes people able to carry out their activities to innovation. The job motivation is trying to create a good working environment for employees. So that organizations gain competitive advantage and the job motivation can be used as the basis for the further development and implementation of innovative ideas motivation to learn. Today, one of the most popular topics



on which to develop the empowerment of management and human resource development plan. This is due to rapid change, fierce competition and technological progress in a special place and the attention is necessary. The ability to order that the person is able to develop their skills and knowledge; it is able to apply them to organizational goals. This attitude is both theoretical perspective, view the emergence of powerful staff considers that, but the second view is empowerment from psychological point of view where the staff's attitude towards the job and the organization is considered (Mohammadi, 2015).

In empowerment, view of the desirability, resources and income turn to functions, functions on human labor and demands and health issues such as having social participation, housing, etc. (Azami et al., 2016). The most important step to empower is its starting point. This point lies within people. To move within the empowerment especially in need of a change of mind and attitude began (Charmchian and Ali Beigi, 2013).

### **Dimension of psychological empowerment**

Competency: the degree to which a person can do the job with skill and successfully do (King et al., 2007).

Self-efficacy: a person feels personally believe that to successfully perform assigned tasks (Bandura, 1997). In psychology literature, the concept of social cognitive theory Bandura (2000, 1997) is notions of self, personal mastery and expected performance on the effort.

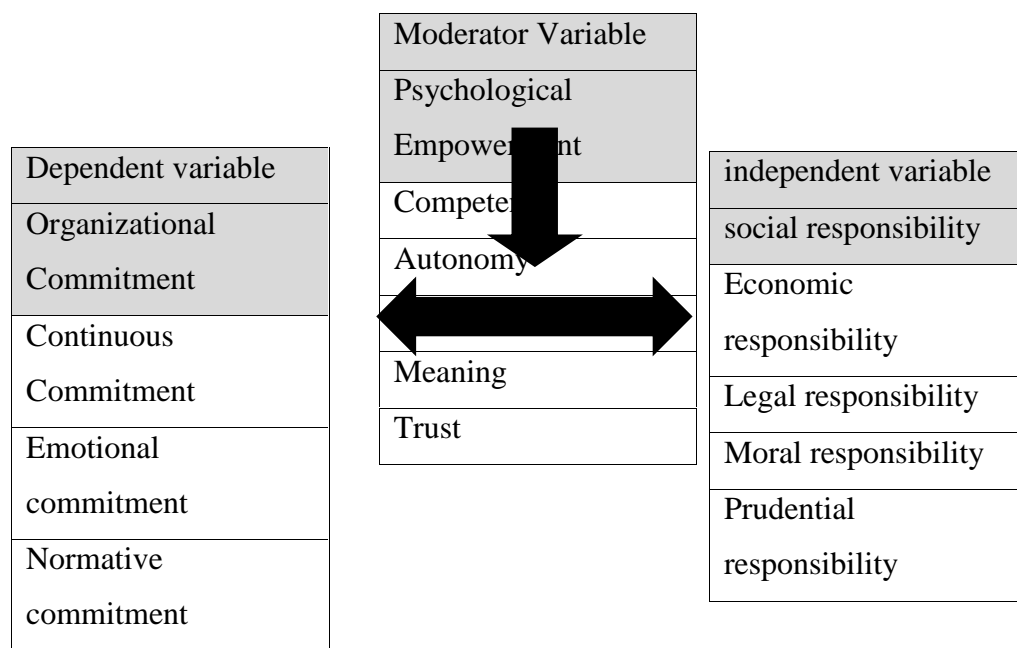
Meaning: an opportunity that people feel important and worth pursuing career goals. They feel that their time and energy is valuable. Meaning is the value of internal individual career goals and interests (Thomas & Velthouse, 671, 1990). Significant correlation between job requirements and beliefs, values and behaviors (Spreitzer and Doneson, 2005)

Choice: a choice means freedom and independence in determining the activities necessary to perform job duties (Thomas & Velthouse, 671, 1990).

Impact: Vethon and Cameron believed accept is personal consequences the degree to which a person can impact on the strategic, administrative and jobs operational results (Spreitzer, 1449,1995).

Trust: trust is capable people with sensory name. They know that they will be treated fairly and equally, they retain confidence even as the end result of work under which justice and peace will not harm (Baber 1983, Mishra 1992).





**Fig.1.** Conceptual model (derived from the standard model of Allen and Meyer (1991) organizational commitment and Jeremy Gilbers social responsibility (2010) empowerment (Spreitzer and Mishra, 1995))

### 3. LITERATURE REVIEW

Rahimi Kolor (2015) in a study entitled "the impact of corporate social responsibility and the organizational commitment" on 378 employees of local and multinational companies in South Asia, the relationship between corporate social responsibilities and organizational commitment was approved.

Sanatjo et al (2015) in a study titled "organizational commitment in the light of the development of psychological empowerment of staff at the Library of Ferdowsi University of Mashhad" concluded that there is a significant positive relationship between the psychological empowerment and organizational commitment of librarians.

Soltani et al (2015) in a study entitled "the effect of corporate social responsibility on emotional commitment, the mediating role of organizational culture" on 226 employees of a public hospital in the Mazandaran province performed and concluded that corporate social responsibility has a positive and significant impact on emotional commitment of employees.

Ardallan et al (2014) in a study entitled "the impact of social capital and social responsibility on organizational commitment (Case Study: Razi University Staff in Kermanshah)" on 203

employees Razi University in Kermanshah conducted and it concluded that social responsibility has a direct effect on organizational commitment.

Jabbarzadeh, Bayazidi (2010) in a study entitled "the relationship between social responsibility and organizational commitment with conservative in financial reporting of companies listed on Tehran Stock Exchange" concluded that there is a significant positive relationship between responsibility and organizational commitment.

Abeli and Nastizae (2010) in a study entitled "examining the relationship between psychological empowerment and organizational commitment of nurses in hospitals in Zahedan" on 165 nurses in two hospitals in Zahedan were concluded there is a significant relationship between psychological empowerment and organizational commitment of nurses.

Shannon Osborn (2002) in a study empowerment means the significance, choice, competence, effectiveness and how they relate to organizational outcomes such as organizational commitment, job satisfaction and intention to leave the job are examined. The results have shown that psychological empowerment, significantly and positively associated with organizational commitment.

Somech and Bogler (2004) relationship between teachers and organizational and professional commitment and citizen behavior was investigated.

Pearson correlation and multiple regression analysis showed that teachers' perceptions of their ability level were significantly associated with a sense of commitment to the organization and profession.

Liu et al (2007) have investigated whether the perception of ability to work, a precursor to organizational commitment? The results showed that when harvesting capability increases workplace, organizational commitment is developed.

Hardt et al (2009) showed that corporate social responsibility is impressive and can be predictive of organizational commitment.

Rawat (2011) in a study entitled "the relationship between psychological empowerment and organizational commitment" among 133 IT professionals of India's industrial sector concluded that there is a positive correlation between psychological empowerment and organizational commitment of employees.

Choong, Wong & Lau (2012) in a study entitled "the relationship between organizational commitment and empowerment" on 247 employees conducted four private universities in Malaysia concluded that organizational commitment is positively related to psychological empowerment.

Jungsun (Sunny) Kim, Hak Jun Song, Choong-Ki Lee (2016) in a study entitled "the impact of corporate social responsibility and internal marketing on organizational commitment and turnover" on 310 employees working for an entertainment complex were concluded social responsibility is improved employee engagement.

Maina (2016) in a study entitled "the impact of psychological empowerment and organizational commitment in Kenya" which was conducted on 384 four-governmental organizations to achieve this result affect their psychological empowerment and organizational commitment.

#### **4. HYPOTHESIS**

The first main hypothesis: there is a significant relationship between social responsibility and improve organizational commitment.

The second major hypothesis: psychological empowerment mediates relationship between social responsibility and organizational commitment.

##### **Sub hypotheses**

1. There is a significant relationship between economic responsibility and organizational commitment.
2. There is a significant relationship between legal responsibility and organizational commitment.
3. There is a significant relationship between moral responsibility and organizational commitment.
4. There is a significant relationship between organizational commitment and prudential responsibility.
5. Competency mediates the relationship between social responsibility and organizational commitment.
6. Autonomy mediates the relationship between social responsibility and organizational commitment.
7. Impact mediates the relationship between social responsibility and organizational commitment.
8. Meaning mediates the relationship between social responsibility and organizational commitment.
9. Trust mediates relationship between social responsibility and organizational commitment.

#### **5. RESEARCH METHOD**

This study aim was investigating the relationship between social responsibility and organizational commitment among employees due to the mediating role of psychological

empowerment" and in term of goal is applied research and in terms of data collection and analysis method is a descriptive correlational research and on how to implement is survey. The study population consisted of all employees of Tehran Ghavamin Bank that their number is a total of 443 people that using Cochran formula 205 people as sample were randomly selected that measured using Five-degree Likert scale (very low, low, some extent, high and very high). To confirm the validity of professors and experts has been used and to evaluate the reliability of Cronbach's alpha was used. For this purpose, a prototype contains 30 pre-tested questionnaires among the population and then use the data obtained from the questionnaire and reliability of SPSS statistical software using Cronbach's alpha coefficient was calculated. Alpha obtained for questionnaires corporate social responsibility (0.89), organizational commitment (0.70) and psychological empowerment (0.85). These numbers indicate that the used questionnaire is reliable.

## **6. RESULTS**

### **Normality test for variables**

**Table 1.** Results of the Kolmogorov - Smirnov test for normality of components of the research study

[illegible]

According to significance level of k-s test in all variables is less than 0.05 can conclude that the distribution of all components of this research is not normal. In order to investigate the relationship between the variables of nonparametric test was used.

The main hypothesis: there is a significant relationship between social responsibility and organizational commitment.

**Table 2.** Results of Pearson correlation coefficient of social responsibility and organizational commitment

Variables	Number of observations	Pearson's correlation coefficient	<i>P-value</i>
Social responsibility and organizational commitment	205	0.440	0.000

As the results of Table 2 show the Pearson correlation coefficient between the scores of social responsibility and organizational commitment, from respondents view choice equal to 0.565 is obtained, so the null hypothesis is strongly rejected, and 95 percent can be concluded that, corporate social responsibility improve organizational commitment among employees of Ghavamin Bank.

Second main hypothesis: psychological empowerment mediates the relationship between social responsibilities and improves organizational commitment.

**Table 3.** Result of analysis of the moderator role of psychological empowerment in the relationship between social responsibility and organizational commitment

dependent variable	dependent variable	correlation coefficient (R)	determination coefficient (R <sup>2</sup> )	F	significant level	Coefficient (B)	coefficients (beta)	T statistics	significant level
Constant	Organizational Commitment					1.128		7.152	.000
Social responsibility		.214	.046	13.906	.000	.319	.214	3.729	.000
Constant						1.122		7.414	.000
Psychological Empowerment		.225	.051	15.457	.000	.324	.225	3.932	.000

According to Table 3, the statistical model is as follow:

$$y_1 = 1.128 + 0.319X$$

$$y_2 = 1.122 + 0.324X$$

Partial correlation between social responsibility and organizational commitment is 0.214 between psychological empowerment and organizational commitment 0.225 shows that psychological empowerment and organizational commitment mediates the relationship between social responsibilities. The main hypothesis of the research is approved in the positive direction; this means that with an increase in psychological empowerment in the relationship between social responsibility and organizational commitment, increased (improved) organizational commitment.

#### Sub Hypotheses:

1. There is a significant relationship between economic responsibility and organizational commitment.
2. There is a significant relationship between legal responsibility and organizational commitment.
3. There is a significant relationship between moral responsibility and organizational commitment.
4. There is a significant relationship between organizational commitment and prudential responsibility.

**Table 4.** result of Pearson correlation test between the components of social responsibility and organizational commitment

Sub hypothesis	Component	Correlation coefficient	significant level
First	Economic responsibility	0.331	0.000
Second	Legal responsibility	0.489	0.000
Third	Moral responsibility	0.321	0.000
Fourth	Prudential responsibility	0.277	0.000



According to significance level (Table 4) in all the variables studied was less than 0.05 concluded that the null hypothesis based on there is no significant relationship between the components of social responsibility (economic responsibility, legal responsibility, moral responsibility and prudential responsibility) and organizational commitment is rejected. Also taking into account there is a positive relationship between these variables, it can be concluded that there is a positive relationship between components of social responsibility (economic responsibility, legal responsibility, moral responsibility and prudential responsibility) and organizational commitment.

Fifth sub-hypothesis: competency mediates the relationship between social responsibility and organizational commitment.

**Table 5.** The result of impact of competency moderator in the relationship between social responsibility and organizational commitment

dependent variable	dependent variable	correlation coefficient (R)	coefficient of determination	F	significant level	Coefficient (B)	correlation coefficients	T statistics	significant level
Constant	Organizational Commitment	.416	.174	60.875	.000	.692		5.209	.000
Social responsibility						.563	.416	7.802	.000
Constant		.417	.173	60.372	.000	.736		5.750	.000
Competency						.542	.417	7.770	.000

According to Table 5, the statistical model is as follow:

$$y_1 = 0.692 + 0.563X$$

$$y_2 = 0.736 + 0.542X$$

Partial correlation between competency and organizational commitment is 0.417 between social responsibility and organizational commitment 0.416 shows that competency mediates the relationship between social responsibilities and organizational commitment. The results of fifth sub hypothesis of the research are approved in the positive direction; this means that with an increase competency in the relationship between social responsibility and organizational commitment, increased (improved) organizational commitment.

Sixth sub-hypothesis: Autonomy mediates the relationship between social responsibility and organizational commitment.

**Table 6.** The result of impact of autonomy moderator in the relationship between social responsibility and organizational commitment

dependent variable	dependent variable	correlation coefficient of determination	F	significant level	Coefficient (B)	correlation coefficients	T statistics	significant level
Constant	Organizational Commitment	.366	37.449	.000	1.137		10.622	.000
Social responsibility					.356	.366	6.120	.000
Constant		.339	44.567	.000	1.113		10.926	.000
Autonomy					.371	.339	6.676	.000

According to Table 6, the statistical model is the following:

$$y_1 = 1.137 + 0.356X$$

$$y_2 = 1.113 + 0.371X$$

Partial correlation between autonomy and organizational commitment 0.339 between social responsibility and organizational commitment 0.366 shows that autonomy mediates the relationship between social responsibilities and organizational commitment. The results of sixth sub hypothesis of the research are approved in the positive direction this means that with increase autonomy in the relationship between social responsibility and organizational commitment, increased (improved) organizational commitment.

Seventh sub-hypothesis: impact mediates the relationship between social responsibility and organizational commitment.

**Table 7.** The result of impact moderator in the relationship between social responsibility and organizational commitment

dependent variable	dependent variable	correlation coefficient of determination	F	significant level	Coefficient (B)	correlation coefficients	T statistics	significant level
Constant	Organizational Commitment	.562	133.208	.000	.622		6.268	.000
Social responsibility					.622	.562	11.542	.000
Constant		.590	154.230	.000	.611		6.565	.000
Impact					.631	.590	12.419	.000

According to Table 7, the statistical model is the following:

$$y_1 = 0.622 + 0.622X$$

$$y_2 = 0.611 + 0.631X$$

Partial correlation between impact and organizational commitment is 0.590 between social responsibility and organizational commitment 0.562 shows that impact mediates the relationship between social responsibilities and organizational commitment. The results of seventh sub hypothesis of the research are approved in the positive direction; this means that with an increase impact in the relationship between social responsibility and organizational commitment, increased (improved) organizational commitment.

Eighth sub-hypothesis: meaning mediates the relationship between social responsibility and organizational commitment.

**Table 8.** The result of meaning moderator in the relationship between social responsibility and organizational commitment

dependent variable	dependent variable	correlation coefficient (R)	determination coefficient (R <sup>2</sup> )	F	significant level	Coefficient (B)	correlation coefficients	T statistics	significant level
Constant	Organizational Commitment					1.098		5.653	.000
Social responsibility		.502	.214	76.812	.000	.615	.502	8.931	.000
Constant						1.114		5.398	.000
Meaning		.521	.273	84.964	.000	.623	.521	9.044	.000

According to Table 8, the statistical model is the following:

$$Y_1 = 1.098 + 0.615 X$$

$$Y_1 = 1.114 + 0.623 X$$

Partial correlation between meaning and organizational commitment is 0.521 between social responsibility and organizational commitment 0.502 shows that meaning mediates the relationship between social responsibilities and organizational commitment. The results of fifth sub hypothesis of the research are approved in the positive direction, this means that with an increase meaning in the relationship between social responsibility and organizational commitment, increased (improved) organizational commitment.

Ninth sub-hypothesis: trust mediates relationship between social responsibility and organizational commitment.

**Table 9.** The result of trust moderator in the relationship between social responsibility and organizational commitment

dependent variable	dependent variable	correlation coefficient (R)	determination coefficient (R <sup>2</sup> )	F	significant level	Coefficient (B)	correlation coefficients	T statistics	significant level
Constant	Organizational Commitment					1.376		6.298	.000
Social responsibility		.409	.115	52.098	.000	.582	.409	9.462	.000
Constant						1.639		6.763	.000
Trust		.417	.143	61.715	.000	.565	.417	8.886	.000

According to Table 9, the statistical model is the following:

$$Y_1 = 1.376 + 0.582 X$$

$$Y_1 = 1.639 + 0.565 X$$

Partial correlation between trust and organizational commitment 0.417 between social responsibility and organizational commitment 0.409 shows that trust mediates the relationship between social responsibilities and organizational commitment. The results of ninth sub hypothesis of the research are approved in the positive direction this means that with an increase trust in the relationship between social responsibility and organizational commitment, increased (improved) organizational commitment.

## 6. DISCUSSION AND CONCLUSION

This study aim was investigating the relationship between social responsibility and organizational commitment in employees with mediating psychological empowerment. The two main hypotheses and nine sub hypotheses was proposed. The main first hypothesis at significance level of 5% for the relationship between social responsibility and organizational commitment was confirmed. The Pearson correlation coefficient was calculated according to the quantity, we can say that the social responsibility of employees of Bank Ghavamin increased, also their organizational commitment more improved and increased, vice versa the organizational commitment of the bank employee increased, their social responsibility increased as well. The research results is consistent with findings of Rahimi Kolor (2015), Soltani et al. (2015), Ardallan et al (2014), Jabbarzadeh, Bayazidi (2010), Bramr et al (2007), Hardt et al (2009), Jong Sam Kim et al (2016). According to the results of first main hypothesis testing, it can be concluded if the employee knows of the organization's social responsibility more important than profit maximization, confirmed, they could show greater commitment to the organization.

The second main hypothesis at a significance level of 5% was confirmed. So in general we can say that psychological empowerment has moderating effects in other words, increasing the level of psychological empowerment leads to a positive relationship between social responsibility and improve organizational commitment of employees. The moderating role of psychological empowerment on the relationship between social responsibility and organizational commitment research in relation to the role of psychological empowerment and organizational commitment has been created that its results is consistent with the results. Including the research Sanatjo et al (2015), Abeli and Nastizae (2010), Shannon Osborne

(2002), Somech and Bogler (2004) Liu et al. (2007), Rawat (2011), Chung, Wang and Lang (2012), Maina (2016) named. Analysis of the correlation between variables can be concluded that any improvement in terms of social responsibility improve the emotional commitment of employees.

Now the concept of social responsibility in many countries throughout the world a concept well established and in the framework of academia, managers of different companies, as well as non-governmental organization actors are trying to use scientific methods, ways to increase productivity and maximizing the effectiveness of the company's plans in the field of social responsibility (Soltani, 2015).

Although social responsibility towards society stakeholders acts to moral obligation, but improve the company's image and increase the loyalty of employees.

According to the main hypothesis there is a significant relationship between social responsibility and organizational commitment to maintain and stay stable significant relationship between the components of social responsibility and organizational commitment that approved results of research and is consistent with most other research, it is recommended to managers of Ghavamin Bank headquarters, the organization's requirements in this regard, so prepare sense of loyalty and commitment to employee achieved.

This requires institutionalize economic responsibility, legal responsibility, moral responsibility and prudential responsibility in Ghavamin Bank headquarters. To establish distributive justice, managers should try to have a good performance evaluation system that is derived from a proper job description used. Manager can use procedural and interactive justice spending very insignificant economic cost, in order to take steps for employee satisfaction, maintain and create procedural justice must create clarity and transparency in organizational instructions.

In general, the findings of study show the relationship between both properties social responsibility and its components (economic responsibility, legal responsibility, moral responsibility and prudential responsibility) and organizational commitment (emotional, normative and continuous commitment). Thus, according to the desired results, it is recommended to increase organizational outcomes, particularly organizational commitment, proper and enough educational period to become acquainted with the principles of social responsibility and how to use it and at the same time, managers are encouraged to interaction with their subordinates, practically the principles and findings of social responsibility used. Reward system, organizational structure, access to resources and having clear goals must be designed as organizational conditions increase empowerment of employees.

Gholipour, Samadi and Samadi (2015) stated that improving the conditions for empowering employees and managers within the organization to establish bidirectional and flexible communications through unofficial channels between managers and employees act that will enhance employee's communication ability (participatory and deliberative style to lead employees); managers have used comments and suggestions of employees in decision-making and problem solving of organization (suggestion system institutionalize in the organization); control process decentralized in the organization should be applied to create an freedom condition, increase responsibility capacity and feel the effectiveness of information and resources of organization, it should be noted that the responsibility and authority makes sense together. To take responsibility, empowerment, is essential. Therefore, for the staff to accept the heavy and hard responsibility, authority must be delegated to them (delegating authority to staff); senior managers must create the conditions to employees they can feel safe without fear of punishment and humiliation using phrases like "I was wrong" and "I do not know, but I find the answer to it" that reinforcing confidence and discover their successful experiences in the staff.

## 7. REFERENCES

- Abeli, Khodayar and NastiZaee, N., 2009, to examine the relationship between psychological empowerment and organizational commitment of nurses in hospitals in Zahedan, Yazd School of Health Research Quarterly, Issue: first and second, 39-26
- Ardalan, MR and Ghanbari, S and Beheshtirad, R and Navidi, Parviz, 2015, the impact of social capital and social responsibility organizational commitment (the staff at Razi University in Kermanshah), studies the measurement and evaluation of training, the fifth year, No. 10 ; 132-109
- Azami, M; Atai, Poria, Ali Abadi, V and Mosivand, M (2016) evaluate the effect of the components of psychological empowerment on the social participation of women in the organization of community-based application transactions structured, quarterly scientific - of women and society year Issue 1
- Jabbarzadeh Kangarloee, and Bayazidi Anwar, 2010, to examine the relationship between social responsibility and commitment to conservative financial reporting of companies listed on Tehran Stock Exchange, Stock Exchange Quarterly No. 9, in the third, 96-77
- Charmchian Langroodi, M. and Ali Beigi AJ. (2013), the factors affecting the psychological empowerment of rural women, the quarterly scientific - society of women, Issue 1



- 
- Rajaeepour, Saeed; Rahimi, Hamid and Aghababaei, Razieh (2011), analyzing their strategies of leadership and its relationship with psychological empowerment faculty members of Isfahan University of Medical Sciences Journal of Medical Education Development, Volume 4, Issue 7
  - Rahim Kolor, H., 2015, the impact of corporate social responsibility and the commitment, the International Conference on Management and Economics in the 21st century, Tehran, Institute Karim
  - Sultani, M & Najat, Sohail, 2015, to investigate the effect of emotional commitment to corporate social responsibility, the mediating role of organizational culture, organizational behavior studies, the fourth year, numbers 4, 171-145.
  - Sanatjoo, A. and Mahmoodi Topkanloo, Hassan Taheri, A. and Shafiee, SM, 2016, in the light of the development of psychological empowerment and organizational commitment in the Library of Ferdowsi University of Mashhad, a Librarian Research, 6 (2), 205- 185.
  - Ghasemzadeh, Abolfazl and Malaki, and Shiva Habibi, H., 2014, the role of team identity and corporate identity on job performance and social responsibility, management Quarterly government agencies; the second year, 105-89.
  - Gholipour, Rahmatullah, Samadi Mir Kalaei, Hossein Samadi Mir Kalaei, Hamza. (2015), the effect of psychological empowerment on the culture of knowledge sharing, social studies women's psychological, Year 13, number 4.
  - Kajbaf, MB; Naqavi, Mohammad and Arab Baferaei, HR. (2015), the effect of self-empowerment and self-expression of happiness on teachers, knowledge and research in the Journal of Applied Psychology, Vol. 16, No. 1.
  - Mohammad Khani, Kamran, Mohammad Davoodi, Amir Hussein and Razak Parast, Azita. (2013), the relationship between psychological empowerment, happiness and organizational citizenship behavior among employees of Islamic Azad University, Tehran Science and Research, Journal of Management Studies Urban , Issue thirteenth.
  - Mohammad Majid. (2015) investigate the role of psychological empowerment mediates the relationship between job motivation and innovative practices Social Security staff Mashhad, Master of Public Administration Human Resources Manager, Master's thesis, Mashhad Azad University, School of Management accounting, management group.
  - Mogholy, Ali Reza Hassanpour, Akbar, Hassanpour, M., 2009, to investigate the relationship between empowerment and organizational commitment in nineteen children education organization in Tehran, Public Administration, (2).

- 
- Miri, Abdolreza, Sabzikaran, Ismail and Rezaei, Hosein. (2012), the relationship between citizenship and empowerment will definitely supply Iran Khodro Company, Journal of Scientific -Research Management Studies (recovery and development), the twenty-second year, no. 67.
  - Albareda, Laura. Lozano, Josep M. & Ysa, Tamyko(2007) Public Policies on Corporate Social Responsibility: The Role of Governments in Europe Journal of Business Ethics, Volume 74, Issue 4, pp 391–407
  - Allen, N. J. & Meyer,J.P.(1990). The measurement and antecedents of effective continuance and normative commitment to the organization. Journal of Occupational Psychology, 63,1-18.
  - Bandura, A. (1997), Self-Efficacy: The Exercise of Control, W.H. Freeman,New York, NY, rentice Hall, Englewood Cliffs, NJ, .
  - Bogler R, Somech A. 2004. Influence of teacher empowerment on teachers' organizationalcommitment, professional commitment and organizationalcitizenship behavior in schools. Teaching and Teacher Education 20, 277-289.
  - Brammer, S., Millington, A. and Rayton, B. (2007). The Contribution of Corporate Social Responsibility to Organizational Commitment, University of Bath, school of management, *Working Paper Series*, 20: 236-344.
  - Carroll, A.B(1991).The Pyramid of Corporate Social Responsibility.
  - Choong, Y.; Wong, K.; Lau, T. (2012). Organizational Commitment: an Empirical Investigation on the Academician of Malaysian Private Universities. *Business and Economics Research Journal*, 3 (2): 51-64.
  - Cropanzano, R., and Greenberg, J. 1997. "Progress in organizational justice: Tunneling through the maze". In C. L. Cooper and I. T. Robertson (Eds.), *International review of industrial and organizational psychology* (317–372). New York: Wiley.
  - Deci, E.L., Connell, J.P., Ryan, R.M. (1989), "Self-determination in a work organization", *Journal of Applied Psychology*, Vol. 74 No.4, pp.580-90
  - Dimosthenis T. M. & Apostolos D. Z. (2014). "The Effects in the Structure of an Organization through the Implementation of Policies from Corporate Social Responsibility (CSR)", *Procedia - Social and Behavioral Sciences*. 148, pp: 634 – 638.
  - Esmaeili k. Organizational commitment. *Management journal* 2002(77-8): 24-6.

- Hardt, S. S.; Thurow-Kröning, B. & Frey, D. (2009). Preference-based escalation: A new interpretation for the responsibility effect in escalating commitment and entrapment, *Organizational Behavior and Human Decision Processes*, 108: 175–186
- Jungsun (Sunny) Kim, Hak Jun Song, Choong-Ki Lee, Effects of corporate social responsibility and internal marketing on organizational commitment and turnover intentions Original Research Article *International Journal of Hospitality Management*, Volume 55, May 2016, Pages 25-32
- Liu ,M .M ., Anita .Chiu ,W .M & .Fellows ,Richard (2007). Enhancing commitment through work empowerment .*Engineering, Construction and Architectural Management* ,1.580-568,(6)14.
- Lukman R., Innocent A., & Olakunle D. O. (2015). “Corporate Social Responsibility and Entrepreneurship (CSRE): antidotes to poverty, insecurity and underdevelopment in Nigeria”, *Social Responsibility Journal*, 11(1), pp: 56 – 81.
- Mary W. Maina, INFLUENCE OF EMPLOYEE PSYCHOLOGICAL EMPOWERMENT ON ORGANIZATIONAL COMMITMENT IN KENYA CIVIL SERVICE, *Strategic Journal of Business & Change Management*, Vol 3, No 1 (2016)
- Meyer J.P. & Allen N.J. (1994). "testing the side- bet theory of organizational commitment, *Journal of Applied Psychology*. Vol. 69, No.3, PP: 379
- Niehoff BP, Moorman RH, Blakely G, Fuller J. The influence of empowerment and job enrichment on employee loyalty in a downsizing environment. *Group Organ Manage* 2001;26(1):91-114.
- Peterson, D. K. (2004). The Relationship between Perceptions of Corporate Citizenship and Organizational Commitment, *Journal of Business & Society*, 43 (3): 296–319.
- Rawat, S. (2011). Effect of Psychological Empowerment on Commitment of Employees: an Empirical Study. 2nd International Conference on Humanities, Historical and Social Sciences. Available at: [www.ipedr.com/vol26.17-CHHSS%202011-H10008.pdf](http://www.ipedr.com/vol26.17-CHHSS%202011-H10008.pdf).
- Salazar, J.P. (2000). The relationships between hospitality employee empowerment, overall job satisfaction and organizational commitment: A study of race and gender difference. Auburn University. DAJ- A 30.61, p1075. Sep 2000
- Sastararuji, D. (2007). Exploring CSR in Sweden, Thailand and Brazil Insights from the construction industry. Umea University, Sweden, 1-83.
- Shannon Osborn ,Jane.(2002). Components of empowerment and how they differently relate to employee job satisfaction.Organizational commitment and intent to leave the job, 2-1,(2)29.

- Solomon Michael R. and Stuart Elenara W. (1997), Marketing (Real People, Real Choice), Prentice-Hall International Inc. pp: 5, 83-84, 390.
- Spreitzer, G.M. and Doneson, D. (2005), "Musing on the past and future of employeeempowerment", in Cummings, T. (Ed.), Handbook of Organizational
- Spreitzer, G. M. (1995). Psychological empowerment in the workplace: dimensions, measurement, and validation. Academy of Management Journal, 38, 1442-1465.
- Thomas KW, Velthouse BA. Cognitive elements of empowerment: an "interpretive" model of intrinsic task motivation. Acad Manage Rev 1990;15(4):666-81.
- Takala, T. & Pallab, P. (2000). Individual, Collective and Social Responsibility of the Firm, Business Ethics: A European Review, 9 (2): 109-118
- Tingchi Liu, M., Anthony W. I. S., Guicheng C. R. L. & Brock, J. (2014). "The impact of corporate social responsibility (CSR) performance and perceived brand quality on customer-based brand preference", Journal of Services Marketing, 28(3), pp: 181 –194.
- Turker, D. (2009): "How Corporate Social Responsibility Influences Organizational Commitment", Journal of Business Ethics, Vol. 89, pp: 189–204.
- Viswesvaran, C., S. P. Deshpande and C. Milman (1998): "The Effect of Corporate Social Responsibility on Employee Counterproductive Behaviour", Journal of Cross Cultural Management, Vol. 5, No 4, pp: 5–12.
- Weng, Q., McElroy, J. C., Morrow, P. C. and Liu, R. (2010). The relationship between career growth and organizational commitment, Journal of Vocational Behavior 77: 391–400.

**How to cite this article:**

Khanjari L. Investigating the relationship between social responsibility and improving organizational commitment in employees of tehran ghavamin bank with respect to the mediating role of psychological empowerment. J. Fundam. Appl. Sci., 2016, 9(1S), 96-121.